



DEPARTMENT OF THE ARMY
HEADQUARTERS, 2D INFANTRY DIVISION
UNIT #15041
APO AP 96258-5041

EAID-CG

12 APR 2010

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Policy Letter #2, Command Safety Philosophy

1. This policy supersedes 2ID Policy Letter #2, Division Safety, 8 Jan 2008. This policy remains in effect until rescinded or superseded.

2, References:

- a. DoD Instruction 6055.1, DoD Safety and Occupational Health Program, 19 Aug 1998.
- b. DoD Instruction 6055.07, Mishap Investigation, Reporting and Recordkeeping, 24 Apr 2008.
- c. AR 385-10, The Army Safety Program, 7 Nov 2008.
- d. FM 5-19, Composite Risk Management, 21 Aug 2006.
- e. USFK Reg 385-1, United States Forces Korea Safety Program, 28 Sep 2009.
- f. USFK Command Policy Letter #2, Command Safety, 22 Sep 08.
- g. AK Reg 385-10, Eighth United States Army Safety Program, 15 Aug 2008.

3. This policy applies to all Service Members, Civilian employees and Family Members assigned or attached to 2ID.

4. I am the Safety Officer for the 2d Infantry Division. Our achievable goal is no loss of life through needless accidents. This policy provides my guidance and articulates my expectations for Commanders and Leaders in the execution of safe operations and in influencing the personal behavior of our Service Members to create a safe environment on and off duty.

5. Accidents are impediments to training, mission readiness and morale, and can have serious negative impact on our relationship with our host nation. Every accident is preventable. While calculated and mitigated risk-taking may be necessary to accomplish our training and operational requirement, taking unnecessary risks with people's lives and military equipment is irresponsible. Leaders must apply sound composite risk management procedures in all operations, to ensure that realistic training

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and routine daily missions are accomplished to standards without injuring personnel or destroying vital equipment.

a. I am totally committed to the safety and well-being of every Soldier, Airman, Civilian Employee and Family Member in this command. We all must share this major stewardship role as leaders. This commitment to the well-being of our personnel is wide ranging. It includes the combat readiness of our military personnel, their physical and mental well-being, training and personal and family readiness. It is a 24 hour a day, 7 day a week requirement and responsibility – on and off duty. Our philosophy must be overarching but simple: supervise, educate, reduce risk and maintain a constant vigil to eliminate conditions, practices and habits that threaten the safety of our people.

b. Establishing a command climate that encourages and rewards safe behavior and performance by all personnel in the command will serve as an enabler to readiness, on and off duty risk assessment and risk mitigation must become a daily leader habit. Open and continuous communication between Service Members and leaders will work to achieve that mission. Leaders at all levels must lead the way in changing behavior to reduce accidents. It is especially important that leaders penetrate through their echelons of command to empower, influence and hold accountable subordinate leaders, especially first line supervisors. First line supervisors are best positioned to impact on our highest risk group, young Service members in the grade of E5 and below. As such, Commanders will comply with the following:

(1) **Under the Oak Tree Counseling**. We must remain vigilant and decisively engaged to ensure that young Service Members avoid risky behavior.

(a) For on duty activities, we can only reduce risk by effective and impact oriented leader supervision of Service Members' activities. We must also make safety and composite risk management a topic of discussion and a point of evaluation in our counseling of our subordinates.

(b) For off duty activities, we can best impact service members' behavior through "Under the Oak Tree" Counseling. With this counseling, first line leaders gain a verbal contract with their subordinates before long weekends, holiday, passes, leaves and other identified periods of high risk. First-line supervisors will meet with subordinates to discuss and set conditions for their off duty plans.

(c) This process ensures that leaders are aware of the Service Members' plans and have made a mutual, verbal contract on the steps to be taken to manage identified risks. This is **NOT** a paper/record keeping program, but one that requires first

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line leaders to be directly and personally involved in the subordinates' off duty risk assessment and risk mitigation. The "Under the Oak Tree" counseling is the best way for first line supervisors to impact the behavior and person decision making of subordinates. This policy also applies to military members managed by civilians. Sponsors should consider adopting a similar risk identification and management program for their families. Enclosure 1 provides more information.

(2) **Safety Campaigns**. I will issue semi-annual safety campaign directives that define and target specific risks and program structure. Commanders will establish directives that implement the intent and specific requirements of these campaigns.

(3) **2ID Commander's Safety Council**. The 2ID Commander's Safety Council is a forum for discussing safety problems and keeping Commanders informed on the status of the Command's accident rates, prevention programs, policies and initiatives. Meetings are conducted quarterly and attendance is mandatory for 2ID Commanders two levels down and their senior enlisted advisors. These meetings are my personal "Under the Oak Tree" opportunity to communicate directly with Commanders and emphasize issues that affect our risk posture. Enclosure 2 provides more information.

(4) **Sharp Point Messages**. Whenever significant events occur that affect our military community, and whenever major risks arise that threaten the safety of our personnel, a Sharp Point safety message will be issued by USFK. The intent in issuing these messages is to communicate important and useful information to all personnel quickly, top to bottom. Sharp Point messages will be posted on unit bulletin boards and distributed in every way possible to meet the intent of immediate top-to-bottom notification.

(5) **Fatal Accident Out Briefs**. Brigade Commanders will brief me on all fatal accidents within 21 days of their occurrence or upon completion of Safety Investigation Board findings. Within 21 days after a fatal accident, the Brigade Commander will give me a verbal After Action Review (AAR) and a written summary of the AAR. All relevant lessons learned must be shared throughout the 2ID area of responsibility through Commander's calls and safety council meetings. 2ID Command Safety Office will be the repository of all fatal accidents and will publish Warrior Safety Grams and disseminate throughout 2ID to apply lessons learned and prevent recurrence.

(6) **Command Involvement**. As the 2ID Safety Officer, I charge each Commander and Leader in the chain of command with the same responsibility. Commanders should always analyze each incident or accident and take appropriate action to prevent recurrence. Commanders will also ensure that all safety violations are

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identified and corrected to prevent accidents from occurring. Together, we can accomplish our mission requirements and stewardship responsibilities – avoiding preventable losses and operating in a safe accident free environment – on and off duty.

(7) **Safety Awards Program.** Safety awards enhance Army operations and improve safety awareness through recognition and promotion of individual and organizational accident prevention measures and successes. 2ID Safety awards will be made to individuals and units based on their overall safety achievements. Commanders/Safety Managers of MSCs will ensure nominations for DA, EUSA, Aviation Mishap Prevention and unit/individual awards are properly documented and submitted through the 2d Infantry Division Commander for approval and submission to EUSA. 2ID Command Safety Office will staff all awards for my approval. Command Safety Director will ensure the Safety and Accident Prevention Awards Program is effectively administered, including necessary budget requirements to procure award items. Records of awards will be maintained in accordance with AR 25-400-2. The following are the Safety Awards that MSCs should submit each year:

(a) **Unit Safety Certification.** The 2ID Command Safety Office will work with MSC safety offices to promote the Army's unit safety certification program in accordance with reference c. The 2ID Command Safety Office shall provide accident data and assist in evaluation of units nominated for certification. A yearly Safety Streamer will be provided to Brigade and Battalion Level for units that have gone one year accident free (accident Class A through C).

(b) **Promotion of Prevention Awards Program.** Commanders at all levels will promote the Prevention Awards Program using all available means. The 2ID Command Safety Office will develop and distribute educational and marketing information on the EUSA and the Army's Safety Awards Program. Safety officers will ensure all members of the organization are aware of this program.

(c) **Eighth U.S. Army Level Safety Awards.** EUSA Exceptional Organization Safety Award, EUSA Individual Award for Excellence in Safety and EUSA Aviation Mishap Prevention Award are awards that are available to be submitted by MSCs to be received by EUSA Commander. All award submissions will be coordinated through 2d Infantry Division Commander for approval and submission to EUSA. 2ID Command Safety Office will staff all awards for my approval.

(d) **Organizational Safety Awards.** Commanders are required to establish and fund a safety awards program, to include provisions for impact awards, in accordance with reference c. The unit safety representative should manage the safety

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awards program through coordination with the unit administration officer. Commanders are encouraged to develop and issue policies for Safety Impact Awards to promote safety awareness through on the spot recognition of safety related actions which are above and beyond what is required of an individual or organization, and which would normally go unnoticed. Impact award items should convey safety information that supports the organization's safety mission, rather than organization logos or general organization slogans.

(e) Impact Safety Awards. The Command Safety Office will recognize distinctive accomplishments and achievements that promote safety awareness through impact safety awards. Actions to protect individuals from harm's way or to safeguard military equipment to sustain the fighting force will be recognized. These impact awards will consist of coins, key-chains, coffee or travel mugs, and pens with safety logos affixed. Soldiers, Government Civilians, Contractors, and Family Members whose actions are noteworthy and witnessed by a representative of the Command Safety Office will receive on-the-spot recognition.

6. Questions regarding this policy or the 2ID Command Safety Program should be directed to the Command Safety Office, DSN 732-7032.

2 Encls

1. Meeting Under the Oak Tree
2. 2ID Commanders' Safety Council Charter



MICHAEL S. TUCKER
Major General, USA
Commanding

DISTRIBUTION:

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MEETING UNDER THE OAK TREE

1. "Meeting Under the Oak Tree" is the most effective way to positively influence behavior during off-duty periods. This is a back-to-basics approach which demonstrates leader commitment to taking care of Service Members. The "Meeting Under the Oak Tree" counseling requirement complements and must be used with individual risk assessments. This is **NOT** a paperwork requirement and no paper records are intended! The meeting between the first line supervisor and his/her subordinate is intended to be a leader-to-led meeting with face to face guidance given and a personal "behavior contract" agree to. These meetings should take place between the first line supervisor and individually with each subordinate in the squad/crew or team before any period of increased off-duty risk, including long weekends, holidays and passes/leaves. "Meeting Under the Oak Tree" ensures that a first line leader or supervisor makes a **verbal** behavior contract with the individual Service Member. In this contract, the Service Member agrees with the leader to take appropriate steps to mitigate risks identified with the specific activity he/she will participate in during the increased period of risks.

2. Leaders and supervisors at all levels are responsible and accountable for the safety conduct of their subordinates, both on and off duty. It is especially important for leaders and supervisors to penetrate throughout their chain of command and ensure that first line supervisors/leaders are empowered and held responsible for positively impacting on the behavior of their individual Service Members. It is important that first line supervisors and leaders conduct a discussion with their subordinates and conduct an assessment and evaluation based on their senior experience base, and leveraging wisdom gained from previous experience, relaying and sharing this experience with subordinates. Passing this experience down to subordinates will stimulate their interest of this experience, and enhance their abilities and allow them to make the "right" decisions. This will also promote the knowledge base and allow them to take this experience to follow on commands, and promote the "ripple" effect for safety. "Under the Oak Tree Counseling" is the most effective way for the first line leadership to positively impact their young Service Members and thus save lives.

Enclosure 1

2ID Quarterly Commanders' Safety Council

1. Purpose. To enhance readiness by heightening interest, gaining command engagement, sharing lessons learned and directing the use of the operational risk management process to detect and eliminate or control risk to mission, equipment, facilities and personnel.
2. Background. I am initiating the 2ID Commanders' Safety Council, which I personally chair. My goal is to ensure command leadership involvement in directing an effective accident prevention program. I am committed to reducing accidents and saving lives, and I expect every leader from the first line supervisor to the highest levels of command to be committed to this effort as well. The Council provides a focal point for oversight, coordination and direction of the 2ID Accident Prevention Plan.
3. Discussion. The Council is a forum for discussing safety problems and keeping commanders informed on the status of the command's accident rates, prevention programs, policies and initiatives. 2ID Command Safety Office personnel will continually monitor Division, Brigade and Battalion level operations and provide safety updates with safety observations/concerns during monthly Command and Staff meetings. Accident trends will be discussed semi-annually at two 2ID safety councils, and prior to EUSA and USFK Safety Councils that are held semi-annually. The 2ID Council will be quarterly and cover all aspect of the seasonal and training events. This Council can meet more frequently at my discretion.
4. Membership. 2ID Commanders two levels down and their Senior Enlisted Advisors are designated as members of the 2ID Commanders' Safety Council. Attendance, either in person or by video teleconference is mandatory for members unless otherwise authorized by myself or the 2ID ADC(M), ADC(S) or Chief of Staff.
5. Duration of Committee. This charter will continue until superseded.

Enclosure 2